Guidelines for Developing the Local Area Strategic Plan For The "Workforce Development System"

Overall Goals For A Local Area Strategic Plan

A. To articulate a vision for the local area's workforce development system.

B. To develop goals, objectives, and strategies to increase skill levels, employment, earnings, productivity, customer satisfaction and return on workforce development investments, and to reduce poverty in the area.

C. To create a plan that is both consistent with the state's Unified Plan for workforce development and focused on the unique needs and resources of the local area.

D. To create a planning process that assures meaningful opportunities for business, labor, local elected officials, program operators, and others to communicate their needs, offer their perspectives and expertise, and participate in the process. The review and comment process for developing the local Strategic Plan is dynamic, with opportunities for interested parties to comment as the plan is built.

E. To broadly share goals, objectives, and strategies that:

- Reflect **stakeholder inputs**.
- Offer guidance and propose approaches that will clearly **benefit the customers** of the workforce development system (employers, jobseekers, workers, and students).
- Are supported by current and specific **economic** and **demographic** data and **needs assessment**.
- Take into account existing **workforce development programs and services**.
- Are informed by information on **program performance**.

Desired Results from the Development of a Local Strategic Plan

A. Positive changes are expected with the plan's implementation (examples: improved customer access, new system-wide values embraced, new combinations of program resources address areas of need identified in the plan, several appropriate programs combine efforts to implement a new strategy, etc.).

B. An inclusive process is achieved. The planning process strengthened local leadership and community awareness of the importance of workforce development.

C. Consensus is reached among the area's workforce development leadership on key goals, objectives, and strategies for improving workforce preparation and employment opportunities for workers and employers in the area. The signatures on the plan of both the Chief Local Elected Officials and the chair of the Workforce Development Council in the local area demonstrate this accord. (A broader set of stakeholders may also signify their support through signatures or letters of endorsement.)

D. Stakeholders (employers, workers, job seekers, revenue sources, program providers) of the workforce development system support the plan. (See C above.)

E. The assessment of the area's economy and skill needs, workforce, program delivery system, and unique local initiatives helped community leaders involved in the plan's development to better understand the supply and demand for training, and to better understand key issues concerning skill gaps. These assessments helped the local area's workforce development leaders to formulate goals, objectives, and strategies that are convincing and well supported by background information.

F. Area workforce development program administrators find the Strategic Plan as a meaningful resource and guide for program planning and choose to use the Strategic Plan's goals, objectives, and strategies as a part of their own planning.

G. Local programs and their local policy committees/boards see the benefits to their own programs for implementing the plan's strategies for workforce development. They also see the importance for their program's participation and contribution toward the goals, objectives, and strategies communicated in the area Strategic Plan.

H. The local area's workforce development system continuously improves performance.

I. State level program planning and operational requirements are simplified and streamlined over time to support local workforce development system building.

How is "local Workforce Development System" described?

The "Workforce Development System" means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The "Workforce Development System" includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998
- Private career schools and private college vocational programs
- Employer-sponsored training
- Youth, adult, and dislocated worker programs funded by Title I-B of the Workforce Investment Act (WIA) of 1998
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II)
- Activities funded under the federal Wagner-Peyser Act (WIA Title III)
- Apprenticeships
- The One-Stop System [as described in WIA Sec.121(b)]
- The state Job Skills Program
- Timber Retraining Benefits or any successor program
- Work-related components of the vocational rehabilitation program (WIA Title IV)
- Services provided by the Department of Services for the Blind
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services
- May include other local, state, and federally funded workforce development programs
- May include other privately funded workforce development programs and initiatives

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│            Local Area Strategic Plan – Content Sections               │
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│   Section 1—Covers information from an assessment of the local area   │
│            economy, its future course, and the market-driven skills   │
│            it will demand                                             │
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│      Sub-Section 1a—Covers information from an analysis of the        │
│            local area's economic development strategies               │
│                                                                       │
│   Section 2—Covers information from an assessment of the current      │
│            and future workforce                                       │
│                                                                       │
│   Section 3—Covers information from an assessment of the workforce    │
│            development system in the local area                       │
│                                                                       │
│   Section 4—Describes the performance accountability system for the   │
│            local area's workforce development system                  │
│                                                                       │
│   Section 5—Articulates the local area's vision, goals, objectives,   │
│            and strategies for the workforce development system        │
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Objective 1

To assess the local area economy, its future course, and the market-driven skills it will demand.

To answer questions such as:

What are the area's key industries? What are the declining industries? What sectors of the economy will most likely experience growth? How do economies vary within the area?

What do local employers say about the skill needs of the workforce of the future? What skill(s) gaps do employers and other stakeholders report? What occupations will experience a shortage of skilled workers?

What are the implications of the assessments of the local economy and of needed skills?

Outcome 1

These assessments offer community leaders a current perspective of the local area economy and skills needs.

Assessment data supports and forms the basis of the goals, objectives, and strategies identified for the local area's workforce development system.

Objective 1a (A sub-section)

To analyze local area economic development strategies.

To answer questions such as:

>What are the economic development strategies being employed in our area? What are the goals of these strategies with regard to job growth, earnings, economic diversification, etc.?

>What should the workforce development system do to support local economic development?

Outcome 1a

Area workforce development strategies are linked with area economic development strategies.

Objective 2

To assess the current and future workforce.

To answer questions such as:

>What are the demographic characteristics of the current workforce? What are the educational and literacy levels? How are the area's demographics changing? What are the in-migration and out-migration issues?

>What are the characteristics of those who live and work in the area (by age, sex, race, and ethnicity) and what are the full spectrum of needs of in-school youth, out-of-school youth, economically disadvantaged individuals, individuals with a disability, dislocated workers, unemployed and underemployed, youth and adults with limited basic literacy skills, youth and adults with limited English proficiency, the working poor, employees unable to advance in their careers, older workers, and other appropriate segments of the local area's population?

>What is the demographic picture for the youth (emerging workforce) population?

>What is the demographic picture for adults in transition (jobseekers, dislocated workers)?

>What is the demographic picture for the local area's incumbent workforce?

What are the needs/planning implications of the demographic profile expected of the area's workforce of tomorrow?

Outcome 2

These assessments will offer community leaders a current perspective of the make-up of the youth/emerging, transitional, and incumbent workforces in the local area.

The assessment provides convincing background information that supports, and is a basis for, the goals, objectives, and strategies for the local area's workforce development system.

Objective 3

To describe the workforce development system in the local area:

To review the missions, resources, types of services offered, and types of individuals served by the programs in the local area's workforce development system (see list of programs on page 3).

To review programs that provide workforce development services and training for youth (in-school youth, out-of-school youth, school drop-outs, incarcerated youth, other).

To review programs that provide workforce development services and training to adults in transition (jobseekers, dislocated workers).

To review employer-sponsored training and other public and private programs that provide workforce development services to incumbent workers.

To review information on the financial resources of the programs in the local area's workforce development system.

To answer questions such as:

How does each program's role fit into the local area's workforce development system?

How does the local area's workforce development system serve youth? Adults in transition? Incumbent workers?

What are the financial resources available in the local area's workforce development system?

What are the major changes underway (e.g., education reform)? What are the major "system-building efforts" (e.g., WorkSource, Tech-Prep, School-To-Work Transition)?

What private sector workforce initiatives are under way?

Outcome 3

The assessment offers community leaders a current picture of the programs within the area's workforce development system.

The assessment provides useful information that supports, and is a basis for, the goals, objectives, and strategies for the local area's workforce development system.

Objective 4

To describe the performance accountability system for the local area's workforce development system.

To continuously improve the performance of the local workforce development system.

Outcome 4

The results of the area's workforce development system continuously improve as measured by increasing skill levels, employment, earnings, productivity, customer satisfaction, return on workforce system investments, and reduced poverty.

See attached Interim Guidelines.

Objective 5

To develop the local area's vision, goals, objectives, and strategies for the workforce development system.

To answer questions such as:

What is the area's vision for the local workforce development system?

What are the goals, objectives, and strategies for increasing the skill levels, employment, earnings, productivity, customer satisfaction and return on workforce development investments, and to reduce poverty in the area?

How do findings and discoveries from the assessments (economy and skill needs, area demographics, and the local workforce system) inform and support these decisions and priorities?

What are the goals, objectives, and strategies for the:

- ❑ Emerging workforce?
- ❑ Adults in transition?
- ❑ Incumbent workforce?

How are the area's goals, objectives, and strategies consistent with the state's goals, objectives, and strategies for the workforce development system?

What efforts do individual workforce development programs (and groups of related programs) need to take to effectively implement one or more of the local strategies in the Strategic Plan?

How are the goals, objectives, and strategies in the local area linked to economic development strategies? What are the *workforce development* program contributions to entrepreneurial development, business retention, and business recruitment efforts?

Are there "regional" initiatives or strategies planned in partnership with adjoining Workforce Investment Areas?

How will outreach to employers, including small business employers, best be coordinated so that employers are not unduly burdened by multiple contacts? How can the workforce development system programs identify and respond to employers needs?

What actions are needed at the state level for the local area plan to be implemented successfully?

Outcome 5

Consensus is reached among the area's workforce development leadership on key goals, objectives, and strategies for improving workforce development in the area.

Area workforce development program administrators find the Strategic Plan as a meaningful resource and guide for program planning and choose to use the Strategic Plan's goals, objectives, and strategies as part of their own program's planning.

Local programs and their local policy committees/boards see the benefits to their own program for implementing the plan's strategies for workforce development. They also see the importance for their program's participation and contribution toward the goals, objectives, and strategies communicated in the local area Strategic Plan.

Submittal Process

Please submit the Local Area Strategic Plan For The Workforce Development System to the Workforce Training and Education Coordinating Board by February 15, 2000.

Your original copy should be submitted to:

> Workforce Training and Education Coordinating Board
> Building 17, Airdustrial Park
> PO Box 43105
> Olympia, WA 98504-3105
> Attention: Martin McCallum

A second copy should be sent to the Board via e-mail. Attention: mmccallum@wtb.wa.gov

If you have any questions regarding the local area Strategic Plan instructions contact Martin McCallum at (360) 586-0151 or mmccallum@wtb.wa.gov

Interim Guidelines for the
Performance Accountability Section of the Local Strategic Plan

Introduction

These are the interim guidelines for the performance accountability section of the local Unified Plan. The local Unified Plan will include a description of the area's performance accountability system that is consistent with the performance accountability system described in the state Unified Plan. While that section of the state Unified Plan has yet to be drafted, it is anticipated that the performance accountability system will build on the Performance Management for Continuous Improvement (PMCI) system previously adopted by the Workforce Training and Education Coordinating Board. PMCI serves as the basis for the Workforce Board's biennial report, "Workforce Training Reports." PMCI also served as the basis for the WorkSource (One-Stop) Outcomes adopted by the Executive Policy Council (EPC) of WorkSource.

The local performance accountability system will also need to be consistent with the accountability provisions of WIA and the Department of Labor's (DOL) regulations and guidelines, which are still under development. Given the contingent nature of state and federal requirements for accountability, these guidelines are *interim guidelines* and are subject to change. It is anticipated that the Workforce Board will update these guidelines after a draft of the performance accountability section of the state Unified Plan is adopted by the Board in the fall of this year.

We anticipate that the state's performance accountability system will place a minimum data collection burden on local workforce development council and staff. The chief local responsibilities will be to: (1) analyze data provided by the State Workforce Development Board for the purpose of informing local strategic planning and to judge the long-run performance of WorkSource and WIA Title I-B, and (2) to use data from the information system being developed for WorkSource, and from quality improvement measures of the local areas' own invention for the day-to-day oversight/management of WorkSource and WIA Title I-B.

The local Council will <u>not</u> need to collect data on participant outcomes after program exit. Data on post-program outcomes will be collected and reported by the State Workforce Development Board based upon data matches with administrative records (i.e., unemployment insurance wage records and college and private career school enrollment records) and state administered surveys of individuals and employers. In addition to minimizing the effort required by local staff, this process will maximize consistency in accountability information across the twelve workforce investment areas and across workforce development programs and strengthen the ability of the state to negotiate with the DOL regarding performance levels.

The accountability system will recognize that there is a difference in the role of the local Council in overseeing WorkSource and WIA Title I-B and the role of the Council in strategic planning for the workforce development system as a whole. Under WIA, the local Council is directly responsible for the performance of WorkSource operators and WIA Title I-B. Under WIA, the Governor may decertify a local Council if the area fails to meet performance levels for WIA Title I-B for two consecutive years. The local Council is also responsible for selecting WorkSource operators and terminating operators for cause. In contrast, the local Council is not directly responsible for the performance of local workforce development programs governed and administered by other bodies, such as community and technical college vocational training and secondary vocational education,. It is anticipated, nonetheless, that the strategic planning and coordination provided by the local Council will help to improve the performance of other such programs.

Overall Goals

A. To use performance information on workforce development programs to inform local strategic planning.

B. To use performance information to oversee WorkSource and WIA Title I-B.

C. To ensure that performance information on WorkSource and WIA Title I-B is used by program operators to inform continuous quality improvement in day-to-day management.

D. To answer key questions:

What is the performance of the workforce development system in the local area and what elements are recommended to be targeted for improvement in order to meet local goals and expectations?

What is the performance of WorkSource operators and what should be targeted for improvement? Are WorkSource operators successful?

What is the performance of WIA Title I-B service providers and what should be targeted for improvement? Which potential providers are eligible for WIA Title I "individual training accounts?"

How are WorkSource operators and WIA Title I-B service providers incorporating continuous quality improvement into program management and collecting data required for Continuous Quality Improvement?

Objective 4a

System Performance Information: The local Council will use performance information on area workforce programs to inform strategic planning.

The State Workforce Development Board will provide the results for major workforce development programs for each area to the local Council. To accomplish this, the State Workforce Board will ensure that participant data from workforce development programs are matched with administrative records for the purpose of measuring the PMCI common indicators related to employment, earnings, and education outcomes. The Board will also conduct participant and employer sample surveys for workforce development programs, including questions measuring the PMCI customer satisfaction indicators, and provide regional breakdowns of the results to the extent possible given resources and resulting sample sizes.

Outcome 4a

The local plan will identify the results of workforce development programs and the local Council will use those results to inform the goals, objectives, and strategies in the Strategic Plan.

Objective 4b

Data Collection: The local Council will ensure that necessary data are collected and maintained for performance accountability for WorkSource and WIA Title I-B following state and DOL protocols.

It is expected that the Customer Tracking and Accountability System (CTAS) being developed by the state's WorkSource System, whether it is an integration of the national One Stop Operating System or something else, will serve all the data collection needs for local Councils for purposes of WIA Title I and WorkSource performance accountability. CTAS will record the common data elements adopted by the EPC of WorkSource that were based on the PMCI common data elements previously adopted by the Workforce Board. CTAS will also collect necessary data on the service record of program participants and any data required on immediate placement activities so that local WorkSource managers can effectively manage on a day-to-day basis.

As adopted by the EPC, WorkSource participants include individuals and employers who receive services through a WorkSource Center or an affiliate site providing services funded under WIA Title I, WIA Title III (Wagner Peyser), the federal Welfare-to-Work program, or the state's WorkFirst program's employment-related services. In addition, participants in other programs should be counted for a particular service if the program dedicates resources for that service to WorkSource.

Outcome 4b

The local plan will describe a system of collecting and maintaining data for performance accountability for WorkSource and WIA Title I-B that is consistent with the state Unified Plan.

Objective 4c

WorkSource and WIA I-B Performance Information: The local Council will use performance information on WorkSource and WIA Title I-B to oversee program operation. The State Workforce Development Board will ensure that participant data collected by CTAS is matched with administrative records for the purpose of measuring indicators related to employment, earnings, and education. These include federal core indicators as specified by DOL, indicators needed for the annual state report to DOL, and the PMCI indicators. The Workforce Board will also administer surveys of individual participants and employers in order to, among other purposes, measure the DOL customer satisfaction indicators. The Board's surveys will include sufficient numbers of respondents for each area to provide statistically valid results for each local area for WIA Title I and WorkSource. The Workforce Board will provide the results on the indicators to each local Council and, to the extent required, DOL.

Outcome 4c

The local plan will include the area's performance results using state and federal indicators for WorkSource and WIA Title I.

State Indicators

> To be completed. This subsection will describe the State's PMCI common and core indicators.

Federal Core Indicators

> To be completed. This subsection will describe DOL's core indicators.

Objective 4d

Adjusted Levels of Performance: The local Council will have numerical performance targets for WorkSource and WIA Title I-B that represent continuous improvement upon past performance.

The local Council, the Chief Local Elected Officials, and the State Workforce Development Board (on behalf of the Governor) will review data on the area's past performance on the federal and state core indicators and negotiate an agreement on what the levels of performance should be on each indicator for each of the first three years of the plan period. The State Workforce Board will, in consultation with local Councils and elected officials, develop ways for taking into account local economic and other conditions and the demographic characteristics of the participants served.

Outcome 4d

The local plan will specify the adjusted level of performance on the federal and state core indicators that the area will achieve for each of the first three years of the plan and the rationale for the level of performance.

Objective 4e

Performance-based Intervention: (To be completed. This subsection will describe interventions that are based on local WorkSource and WIA Title I-B performance. Such interventions will include incentives, improvement plans, and sanctions.)

Objective 4f

Provider Performance: The local Council will approve, for purposes of WIA IB funding, programs of training providers that meet the performance criteria established by the state and the local Council.

The State Workforce Development Board will identify and define measures for measuring training provider performance consistent with the requirements of WIA. The Board will also ensure the collection of the necessary data from each training provider that want courses of study to be certified as eligible for funding by WIA Title I funds. The Board will also identify the performance levels that must be achieved on the measures in order to be listed as an eligible training provider for WIA Title I "individual training accounts." Training providers that want to have a course of study placed on the list must apply to the local Council for approval. The local Council may require performance levels that are in addition to the state criteria. The Workforce Board and the Employment Security Department will ensure the dissemination of the list of eligible providers. The Board and the Employment Security Department will also ensure the electronic dissemination of information on training provider outcomes.

Outcome 4f

The local plan will describe the area's criteria and process for approving applications for eligibility to provide training funded by WIA Title I-B.

Objective 4g

Continuous Quality Improvement: The local Council will ensure that there is a system of continuous quality improvement for WorkSource and WIA I-B that is consistent with the quality criteria of the Baldrige award.

It is expected that the quality criteria to be adopted by the EPC for WorkSource will satisfy this objective. As part of continuous quality improvement local programs will measure customer satisfaction. Such measures will involve assessing individual and employer opinions during the time of service or at the time of exit from service. This is a separate activity from measuring customer satisfaction for purposes of accountability, which will be conducted by the State Workforce Development Board at a time distinctly after service completion.

Outcome 4g

The local plan will describe the area's system for continuous quality improvement in WorkSource and WIA Title I-B.